

REENGINEERING PROJECT PLAN

PHASE I

1.0 INTRODUCTION

The Human Resource (HR) Strategic Information Management (SIM) process conducted in the Spring and Summer of 1996 provided the opportunity for the HR community to identify significant business process re-engineering opportunities. Results of the SIM illustrated how many of the improvement opportunities were dependent on implementation of an integrated system. These results were instrumental in developing the business case for purchasing PeopleSoft to support the Department's Corporate Human Resource Information System (CHRIS).

In June 1997 the CHRIS Steering Committee, with subsequent support and buy-in from the HR community, established priorities for carrying out corporate re-engineering efforts that support the Federal functionality of the commercial off-the-shelf software. The following HR processes were identified as the highest priority for re-engineering:

1. Web-based Technologies/HR Workflow and Reporting Environment
2. Position Management and Classification
3. Training Administration

2.0 WORK PLAN

A volunteer re-engineering champion for each of the above processes will be identified to establish and lead a re-engineering team in documenting the current process, identifying opportunities for improvement, and reporting those opportunities to CHRIS. A member of the CHRIS team will serve as liaison to the re-engineering team to ensure consistency in approach and to provide technical expertise on the software. Business practices will be benchmarked against functionality in the commercial off-the-shelf software and changes to current DOE policy will be recommended for Department-wide consideration and application.

2.1 Project Phases

The following steps will be used to document and analyze existing processes:

- Define Current 'As-Is' Processes - Specific information will be obtained from all DOE Servicing Personnel Offices (SPO's) regarding the existing process. Results will be compiled and analyzed for similarities, as well as differences. Team members will evaluate process issues and problems as a group.
- Identify Issues - Issues that have potential impact on customer satisfaction, process efficiency, or site flexibilities will be identified and recorded to ensure they are resolved in the re-engineered process.

- Design and Implementation of Re-engineered Processes - Recommendations for design of re-engineered processes will take into account information generated from the previous steps and documentation will address both system and process changes needed to accommodate the business needs of the Department of Energy. Process flow charts and step-by-step procedures will be prepared to support implementation of re-engineered processes following appropriate buy-in from the HR community. Any policy changes required to support re-engineered business practices will be coordinated as appropriate with those individuals responsible for the development of and approval of Departmental policy. If customization to the software is required, changes will be staffed and approved following CHRIS Customization Control Procedures.

2.2 Project Information

To assist in understanding where re-engineering efforts will be best served, a brief discussion of the processes to be re-engineered, and their relationship to PeopleSoft functionality and CHRIS implementation, follows:

- Web-based Technologies/HR Workflow and Reporting Environment - PeopleSoft was purchased with the intent to provide managers and employees with desktop access to HR information contained in the database. The availability and use of web-based and on-line analytical processing tools has increased dramatically. These tools are included in Version 7.0 of PeopleSoft. The technology used to implement this capability within CHRIS needs to be researched. This research and the resulting capability will lay an important foundation for “paperless” processes in the Department and serve as an important precursor to many other important re-engineering efforts.
- Position Management and Classification - The Steering Committee has concurred that the CHRIS system will be driven by position, rather than by employee. That decision brought with it significant implications. A major cultural shift is needed to understand the vast difference in the way positions and position descriptions are handled in PeopleSoft vs. how we operate today. The effort to re-engineer the position and classification management process in DOE (i.e., changes in PD numbering, generic PD’s, etc.) must address this philosophical change.
- Training Administration - The DOE Training community has recently taken steps to identify training requirements for the training administration functionality in PeopleSoft. A review of previous training requirements data, known requirements, and a resulting “gap analysis” has been completed. The Richland Operations Office has developed and distributed a prototype which emulates PeopleSoft screens in order to give everyone a sense of how the

software could actually work. The Office of Training and Human Resources Development has stated their intent that PeopleSoft/CHRIS will become the Departmental standard for training administration.

3.0 MANAGEMENT/ORGANIZATION RESPONSIBILITIES

Re-engineering Champion/CHRIS Business Improvement Team Leader

Will work together to:

- Establish and lead a corporate process re-engineering team
- Guide team efforts
- Ensure involvement and input is obtained from all SPO's
- Identify and obtain necessary resources
- Analyze team member recommendations
- Communicate progress of re-engineering efforts to SPO's and CHRIS Project Management
- Ensure appropriate buy-in to business process re-engineering efforts across the complex
- Ensure that re-engineered business processes appropriately meet the needs of CHRIS stakeholders

CHRIS Liaison

- Serve as key member of process re-engineering team
- Set the tone for deliverables
- Facilitate re-engineering efforts
- Provide technical expertise on software
- Track progress of re-engineering efforts
- Test re-engineered process against CHRIS scope
- Communicate progress of re-engineering efforts to CHRIS Team

Re-engineering Team Members

- Carry out project tasks under the leadership of the Champion/BIT Lead
- Communicate with each other to ensure re-engineering efforts are on target
- Analyze root causes of problems as they arise
- Search for alternative solutions to problems
- Analyze alternative solutions for the best fit
- Recommend viable re-engineering strategies to the Champion/BIT Lead

DOE Servicing Personnel Offices

- Ensure accurate information is provided to aid in re-engineering efforts
- Ensure staff and budget are available to support corporate re-engineering efforts

4.0 RESOURCE NEEDS

Team members to support corporate re-engineering efforts will be designated/volunteered based on functionality to be implemented and required skills needed to support business process re-engineering activity. As required skills may or may not be present on existing CHRIS teams and as re-engineering efforts will be coordinated in addition to other corporate taskers required to implement the corporate system, it is assumed that additional resources not currently associated with the CHRIS effort will be identified to support these efforts (i.e., process owners will need to devote adequate resources to the re-engineering activity as their functionality is introduced).

5.0 MANAGEMENT CONTROL

The CHRIS liaison will prepare periodic status reports that contain an accounting of the labor hours expended. The project team will hold regularly scheduled conference calls to discuss schedules, issues, and resolutions. Special face-to-face meetings will be conducted as needed or in conjunction with regularly scheduled CHRIS team meetings.